



Request for Proposals (RFP)  
Water Resources Technical Assistance Program

Asset Management Planning and Implementation  
*Phase I: Scoping Study*

SUMMARY

The City of Burlington (City) is issuing this Request for Proposals (RFP) for assistance from qualified Water Resource Technical Assistance Program (WRTAP) consultants to assist in the various stages of asset management planning and implementation for the Water Resource Division assets. We anticipate 3 likely phases: Phase I (Scoping), Phase II (AMP development and CMMS Procurement Specifications) and Phase III (AMP and CMMS implementation).

This RFP details the Phase I Scoping work to be assigned under a WRTAP Work Assignment Agreement and includes the completion of a scoping study which will inform future work by consultants and the City to create a written asset management plan (AMP) and to procure a suitable computerized maintenance management system (CMMS) for the Water Resource Assets (Wastewater, Stormwater, Water). The proposals will also be evaluated on the basis of whether or not the consultant may be able to provide assistance in additional phases (Phase II and Phase III). Additionally, though the main focus of this RFP is on the Water Resource assets and organization, the Water Resources Division (WRD) recognizes that the larger Department of Public Works (DPW) and other City departments also have a similar need and goals for improved asset management. Hence, a portion of this Phase I RFP involves an evaluation of other DPW and City Department asset groups with the hope that enough information can be collected to 1) inform the selection of a CMMS for implementation at Water Resources that will be suitable for City-wide implementation and 2) provide a roadmap for other asset classes to move towards readiness for their own written AMPs and CMMS implementation.

The specifics of what this Phase I effort intends to accomplish are detailed in the Proposed Scope of Work below. While this Phase I scope is broken into A and B portions, WRD has a strong desire to have Phase IB proceed as concurrently as possible with the larger City-wide investigation to allow for Phase II (Asset Management Plan creation and CMMS procurement) to begin as early as Spring 2017.

### PROPOSED PROJECT SCHEDULE

Friday, June 19 <sup>th</sup> , 2015	RFP released to qualified WRTAP consultants
Wednesday, June 24 <sup>th</sup> , by noon	<i>Deadline for submission of questions</i>
Friday June 26 <sup>th</sup> , by 4 pm	Response to questions emailed
Wednesday, July 8 <sup>th</sup> , by 2 pm	RFP submission deadline
Mid-late July 2015	Project kick off
March 2016	Tentative project completion deadline; Phase IB to be completed as soon as possible.

All questions pertaining to the RFP should be submitted to Megan Moir, Stormwater Program Manager, by email ([mmoir@burlingtonvt.gov](mailto:mmoir@burlingtonvt.gov)) by noon on Wednesday, June 24<sup>th</sup>. All addendums and answers to any questions received by the above time and date, will be emailed to the qualified WRTAP consultants who received the RFP by Friday, June 26<sup>th</sup> at 4 pm.

### BACKGROUND

The WRD and other DPW stakeholders view the below as our major drivers for wanting to pursue the organizational cultural shift encompassed within asset management.

- Long standing issue of insufficient funding for capital investments
- Few mechanisms for capturing data regarding work efforts that can be analyzed in a way to inform future work
- Culture of reactivity
- Desire from the administration/public to have improved metrics/performance measures for all that we do
- High customer expectations/ customer expectations disconnected from the funding conversation
- Increased interest and attempts at development in the recent years of a computerized maintenance management system/work order/customer complaint system

Through asset management planning WRD and DPW hope to achieve the following goals:

- Shift from reactive modes of operation (where assets are often only dealt with at failure or near failure) to a more proactive approach
  - Implement a robust, preventative and predictive maintenance program to extend the longevity of our assets and prevent asset failure
  - Utilize risk analysis as a way of prioritizing our annual capital improvements
  - Improve transparency of our decision making process to increase public's trust of City financial decisions

- Better data collection and prioritization mechanisms to inform capital planning and sustainable funding conversation
- Better management of public's expectations through the creation of "levels of service" and discussions relating cost to specific levels of service, giving the public a "choice" in what they are paying for
- Acquisition of a computerized maintenance management system (CMMS)
  - Improve ability to gather/analyze performance metrics data
  - Improve preventative/predictive maintenance capacity
  - Tracking of workflows/responsibility
  - Improve customer service

Because of the growing concern regarding the City's subsurface assets, the DPW Water Resource Enterprise funds (Water, Wastewater, Stormwater) have allocated funding for the development of the Water Resource Asset Management Plan in FY 16 and possible acquisition of a CMMS in FY 17 (with procurement beginning possibly in late FY 16). However, WRD recognizes that asset management planning is a much larger organizational issue and believes that WRD's ultimate success will be enhanced by the inclusion of other asset related workgroups throughout DPW and the rest of the City. WRD wants to ensure that our selection of a CMMS is informed by other workgroup needs such that we may be able to select a tool that has a more universal appeal, while still supporting WRD needs. Thus, with the support of additional funding from the City's Capital Program, we are proposing that Phase I of this effort would include a larger group of stakeholders and would attempt to address the following questions:

- Where are we? (Existing asset inventories, data collection methods, workflows, metrics)
- Where do we want to go? (Formalize our Departmental/Citywide Goals)
- How will we get there? (Develop Roadmap for various functional groups for developing their own Asset Management Plans and implementation of AM and a CMMS)

Non-Water Resources asset classes to be included in Phase IA as full participants include:

- All DPW assets: traffic (signs and signals), sidewalks, roads City buildings/facilities asset classes (including buildings on Parks and Rec).
- All Parks and Recreation assets: facilities and their amenities, trees
- Fleet/equipment maintenance

Additionally, there are two other special asset holders who are interested in this larger effort, but whose participation may vary slightly from the asset classes/stakeholders above.

- Burlington International Airport: If possible, and if the consultant is able to provide sufficient expertise, the Airport would like to participate fully in the Phase IA effort to understand their needs and how they would benefit from an asset management program. At a minimum, airport stakeholders would participate in the introductory meetings and trainings (Phase IA

scope items 1 & 2 below). The cost of completing the full Phase IA assessment (items 3-10 below) the airport shall be listed as a separate line item in the cost proposal.

- Burlington Electric: will participate in the discussions and any training provided by the effort (Phase IA items 1 & 2 below), but will not have its assets/workflow directly assessed by the effort at this time.

#### PROPOSED SCOPE OF WORK/DELIVERABLES

##### *Phase IA: Preliminary Asset Management Planning Assessment*

Consultant shall advance the following efforts for the Asset Stakeholders:

1. Development/Refinement of overall City asset management goals
2. Provide training/introduction of concept of asset management
3. Initial documentation of existing practices/workflow/asset inventory/asset data collection practices for each "functional group" of assets
4. Initial outline of target levels of service and performance measures (to feed the types of assets that may need to be inventoried and workflow developed)
5. Gap analysis by functional group (what isn't getting done/data not collected)
6. General "Roadmap" for each functional group
  - a. Readiness assessment
  - b. Critical next steps for other functional areas to pursue while Water Resources does "pilot"
  - c. Outline/group which functional areas are high priority for advancement and identify sequencing of Phase II work for these areas, e.g.
    - i. Group A – Water Resources
    - ii. Group B – High priority functional area (s) that could reasonably be ready
    - iii. Group C – High priority functional area (s) which might have more gaps to close
    - iv. Group D – Lower priority functional area (s) which can wait
7. Recommendations for immediate gap closures
8. Recommendation/compelling arguments regarding City wide organizational support (staff, funding) for this effort in the short, mid and long term time periods
9. Recommendation regarding the formation of "teams" as necessary for keeping ball moving forward on "next steps"
10. Gather enough information such that Water Resources can move forward with procurement of a CMMS in Phase II that meets the needs of the larger group

Note: The budget for the Phase 1A effort (excluding items 3-10 for BED and the Airport) is approximately \$25,000. Project cost will be a consideration in the review of the proposals.

Phase IB: Water Resources Asset Management Plan Scoping

Consultant shall advance the following efforts for the Water Resources Asset Stakeholders:

1. Based on Phase IA – identify which areas of water resources and which asset classes should move forward in Phase II:
  - a. WW/ SW Collection System
    - i. Pipes, manholes, catch basins, pump stations, public stormwater treatment/storage facilities
  - b. Water Distribution System
    - i. Pipes, valves, hydrants, storage components (tanks, reservoir), water meters
  - c. Water Treatment Plant
  - d. WW Treatment Plants
2. Immediate gap closure recommendations for Water Resources to be pursued in preparation for Phase II (Asset Management Plan and CMMS Specifications Development) and Phase III (Implementation)
3. Prepare Scope of Work for Phase II Asset Management Plan Development and probable cost estimate for Phase II work. We anticipate Phase II work to include:
  - a. More detailed training for Water Resource staff
  - b. Asset Management Plan Development
    - i. Detailed workflow documentation
    - ii. Detailed Level of service review (and/or specific levels of service creation)
    - iii. Detailed Performance measures creation/review
  - c. Recommendations regarding organizational support necessary for sustainable Water Resources Asset Management
  - d. Development of scope of work/bid specifications for CMMS purchase and implementation (Phase III)
  - e. Probable cost of CMMS software and implementation

Note: There is not a defined budget limit for Phase IB, however, since the bulk of the needs assessment will be complete in Phase IA we anticipate as streamlined a budget as possible for Phase IB to reserve as many funds as possible for our Phase II efforts.

PROPOSAL REQUIREMENTS:

All questions pertaining to the RFP must be submitted to Megan Moir by email ([mmoir@burlingtonvt.gov](mailto:mmoir@burlingtonvt.gov)) by noon on Wednesday, June 24<sup>th</sup>. All addendums and answers to any questions received by the above time and date, will be emailed to the qualified WRTAP consultants who received the RFP by Friday, June 26<sup>th</sup> at 4 pm.

Consultants shall prepare a proposal containing their proposed approach and budget and send it via email to Megan Moir ([mmoir@burlingtonvt.gov](mailto:mmoir@burlingtonvt.gov)) by 2 pm on Wednesday, July 8<sup>th</sup>. Consultants may submit their hardcopy proposal via U.S. Mail at the address below, but must also provide an

electronic PDF copy at the same time. If a hardcopy proposal is submitted, they must be double sided with NO acetate or plastic covers.

Megan Moir  
Water Resources Office  
Burlington Water Treatment Plant  
Burlington Department of Public Works  
234 Penny Lane  
Burlington, VT 05401

Required Proposal Elements:

1. Scope of Work - A scope of work for the project detailing the consultant's proposed approach to the work tasks described in the RFP, and any recommended adjustments to the scope or individual tasks.
2. Identification of Key Staff – provide a brief description of their roles in the project and a brief description of their work on related projects. Resumes for staff that were identified in the WRTAP SOQ do not need to be submitted.
  - Clearly identify any sub-consultant firms. Consultants may propose staff or sub-consultants that were not originally identified as part of their WRTAP proposal if it enhances the consultants effort in accomplishing the scope. However, the original consultants should be substantially involved in the project.
  - Resumes for staff or sub-consultants that were not originally part of the WRTAP SOQ must be provided and identified as SUPPLEMENTAL STAFF or SUPPLEMENTAL SUB-CONSULTANTS.
    - *It is anticipated that the Consultants would have to add a sub-consultant to address the airport (and possibly other non-Water Resource assets) Phase IA assessment. If no sub-consultants are to be added, the Consultant must provide information regarding their experience working with assets at Airports of a similar or larger size than Burlington International Airport.*
3. Proposed Schedule – The schedule should include completion of work tasks and deliverables as well as any key meetings.
4. Cost Proposal – the consultant shall provide a level of effort table and proposed Phase IA and Phase IB budget. For Phase IA, the consultant MUST separately list the level of effort and budget for addressing Phase IA scope items 3-10 for the Burlington International Airport (OPTIONAL scope item). The following information must be clearly presented:
  - 1) All stakeholders (including special assets): budget for Phase 1A items 1-2
  - 2) All stakeholders (not including special assets): budget for Phase 1A items 3-10
  - 3) Airport assets : budget for phase 1A items 3-10 (OPTIONAL scope item)
  - 4) Water Resources asset classes: budget for Phase 1B all items
5. Additional Related Experience (Optional) – the consultant may provide up to 3 examples of additional related experience that may not have been included in the original WRTAP

SOQ. Alternatively, the consultant may simply reference examples that were presented in the WRTAP SOQ.

#### CONSULTANT SELECTION PROCEDURES

All proposals will be evaluated using the criteria listed below by a selection committee. The committee will consist of a minimum of 2 WRD staff members, and possibly representatives from other City Departments for a minimum of 3 selection committee members. The successful consultant/consultant team will have the following experience:

- Experience with Asset Management Planning for the Water Resource Asset Classes
- Experience with other municipal asset classes
- Experience with airport asset classes (if the consultant is proposing to address items 3-10 for the airport)
- Experience with development of written Asset Management Plans, including identification of levels of service, performance metrics, workflow documentation etc.
- Experience with providing asset management training
- Experience with developing specifications for and implementation of CMMS
- Experience with implementing CMMS

Proposals will be ranked based on the following criteria:

- Demonstration of overall project understanding and project deliverables (35 pts)
- Qualifications of the firm and the personnel to be assigned to the project, related experience (35 pts)
- Clarity/Quality of the proposal and creativity/thoughtfulness in addressing the scope of work (25 pts)
- Experience of the personnel working together as a team to complete similar projects (5 pts)

The selection committee may elect to interview consultants prior to final selection.

Once the technical proposal is discussed and ranked, the cost proposal will be reviewed for consistency with, and in light of, the evaluation of the technical proposal. The City of Burlington reserves the right to seek clarification of any proposal submitted and to select the proposal considered to best promote the public interest. The City furthermore reserves the right to negotiate the scope and project costs with the highest ranked proposal before selecting a proposal with a lower technical ranking and lower cost and to re-release the RFP to a larger consultant pool if the quality and/or number of proposals received does not benefit the goals of the City in this effort.

All proposals become the property of the City of Burlington upon submission. The cost of preparing, submitting and presenting a proposal is the sole expense of the consultant. The City of Burlington reserves the right to reject any and all proposals received as a result of this solicitation, to negotiate with any qualified source, to waive any formality and any technicalities or to cancel the RFP in part or in its entirety if it is in the best interest of the City of Burlington. This solicitation of proposals in no way obligates the City of Burlington to award a contract.

#### CONTRACTUAL REQUIREMENTS

Any work awarded as part of this RFP will be awarded as a Work Assignment Agreement (WAA) under the terms of the consultant's executed WRTAP On-Call Master Agreement. The WAA will only be issued for Phase I work and costs. The City reserves the right to issue additional WAAs to the same consultant for some or all of the future phases of Asset Management Planning OR to release additional RFPs for future phases to WRTAP consultants or non-WRTAP consultants and award future phase work as benefits the City.

At this point, the City does not anticipate requiring the \$3,000,000 Annual Aggregate Professional Liability Insurance standard identified in the WRTAP On-Call Master Agreement for this Phase I WAA and believes that the \$2,000,000 carried by most consultants will suffice. All other insurance requirements listed in the WRTAP On-Call Master Agreement will be required. Consultants who are not prepared to meet the remainder of the insurance requirements must contact Megan Moir at [mmoir@burlingtonvt.gov](mailto:mmoir@burlingtonvt.gov) by noon on Wednesday, July 24<sup>th</sup> so that additional determinations can be made with our Risk Manager.